

## Testimonials

**Here are some quotes from HR Managers who recently called on CONCERN for a Management Consultation:**

*“One of the most helpful customer service experiences I’ve had!”*

*“The Clinical Manager was a phenomenal partner when I reached out from HR. She showed care, professionalism, and went above and beyond in a sensitive situation we partnered on. She was available at all times, including later on Friday evening and throughout the weekend to ensure the best support was provided to both me and the employee going through a difficult situation.”*

*“Thank you to the Clinical Manager! Our organization is very lucky to have a partnership with Concern and with her personally.”*



## FAQs for Managing Employees Your Pathway to Resilience

Resilience is the ability to persist—even flourish—when coping with stress and handling life’s challenges. In the workplace, employers are becoming increasingly aware of the impact of stress on their workforce. Many are taking steps to ease stress, such as offering flex hours, addressing workplace culture, and implementing measures to help employees boost their resilience. While there’s no one size fits all approach to creating a more resilient life, here are a few basic tips. Physical: Make health a priority by getting a checkup, moving more, eating right and getting enough sleep. Emotional: Draw on social support networks and increase emotional intelligence. Mental: Rethink stressors, focus on what you can control and practice mindful self-awareness. For more ideas, encourage your employees to check out Concern’s Mental Wellness Resource Center where they’ll find everyday approaches to develop resilience and positively influence their physical and mental wellbeing:

<https://employees.concern-eap.com/mentalhealth>

**Q.** I’m frustrated and angry with my employee for coming to work late. Sometimes, I lose my cool. However, I am not letting the employee get away with it. I encourage coworkers to confront the behavior. A fellow manager said I am an enabler. How so?

**A.** The key aspect to eliminating any employee’s negative work behavior is early intervention by you the supervisor. When an employee exhibits unacceptable performance like poor work quality, tardiness, or conduct problems on the job, it’s appropriate to confront it. If you don’t identify and implement a strategic approach to resolving this problem, then the result is enabling. Enabling is when negative behavior is allowed to continue. For example, if the employee is getting mixed messages (sometimes you are upset and address the behavior and other times you don’t). A direct, clear approach is one where you clarify workplace expectations and discuss consequences if the unacceptable behavior continues. This clear setting of boundaries will automatically relieve you from the emotional involvement you have experienced. As supervisor, you can remind the employee to utilize Concern: EAP as a resource. This is an excellent way to offer support without you the supervisor getting involved in the emotional or behind the scenes personal issues that are impacting the employee’s work performance. Concern is also available to you if you wish to speak to a Clinical Manager about taking steps towards a Supervisor Referral. A supervisor referral would send the employee a distinct message that the specific

workplace behavior is unacceptable and you want them to get counseling through the EAP. You can also send a positive message to the employee by emphasizing that you value the employee and want to ensure they follow through with counseling through a supervisor referral, to support them in making positive changes towards being a more productive employee.

**Q.** Can Concern advise our management group on the possible psychological effects of a pending disciplinary action on an employee who is not a client of the EAP?

**A.** An EAP might discuss a manager's concern about a pending decision to use disciplinary action, to help him or her gain clarity, offer support in managing stress associated with the decision, or address personal fears. However, Concern would not render a psychological assessment regarding risk of a disciplinary action towards a specific employee. Doing so interferes with management processes and violates an ethical boundary of non-interference by EAPs. Concern is available to consult, discuss options and strategies. It is up to the company management group to get input from HR, perhaps a third party consultant and if necessary in-house legal counsel to determine next steps according to company policy, employee rights, employee status, workplace behaviors, and safety of both the workplace and the employee. This can be a multifaceted issue and requires an informed decision by the management team.

**Q.** I saw an online article that said bad bosses can make employees sick. What are they referring to, and exactly what boss issues affect employees most?

**A.** Studies show that 50% of employees have quit a job because of a bad boss. One study reported that 75% consider their boss a major source of stress, but most have no plans to quit. The health issue is stress. Here's a list of common complaints from a Harris Poll in order of severity: 1) not recognizing employee

achievements, 2) not giving clear directions, 3) not having time to meet with employees, 4) refusing to talk with subordinates, 5) taking credit for others' ideas, 6) not offering constructive criticism, 7) not knowing an employee's name, 8) refusing to talk with people on the phone or in person, and 9) not asking about employees' lives outside of work. Nearly all of these fall in the realm of communication, and some you may find surprising. For example, employees want you to know more about them personally. Do any apply to you? Concern can help you with any of these issues. Source: Interactive/Harris poll of 1,000 workers.

**Q.** Can you give me a basic formula or a "do it by the numbers" way to write a corrective memo, one that explains step-by-step what to include?

**A.** Follow these numbers and your documentation should be effective. Letter to employee: 1) On (date), \_\_\_\_ incident occurred. 2) Specifically, \_\_\_\_ (what was seen, heard, said, happened, etc.). 3) Mention negative effects or outcome of incident on immediate work unit or operation. 4) State unacceptability of event/incident and why it is unacceptable (example: violates company policy). 5) Reference any similar past events. For example, \_\_\_\_\_. 6) State larger impact and effect on productivity for organization. 7) State that you are anticipating this won't happen again. 8) Invite employee to meet and discuss issues, concerns, or precipitating events to prevent any future incident. 9) Provide a strong recommendation to contact Concern confidentially to discuss any problem that may be associated with the issue. 10) Give phone number to Concern. 11) Thank employee for attention to the matter. 12) Invite employee to discuss any other concerns. 13) Copy next-level supervisor. This is one example of a structured memo with essential elements. However, your HR department may also have recommendations for you.

CONCERN: EAP teams with Human Resources to provide another resource for managers and supervisors to consult about how to manage issues with individuals, within and between work groups, and across departments. When you call CONCERN: EAP, ask for a Management Consultant or request to speak to a Clinical Manager.

**Call: 800.344.4222**  
**employees.concern-eap.com**